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Institutional Position	PNP
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Research interests and expertise • Countries of expertise	- Government communication - E - government - Social profit communication - Participation and local governance - Public communication - E- business Belgium, the Netherlands, Scotland, Germany, Finland, Greece, Poland, Great Britain
Consultancy work	See attachment with project survey and consultancy work.
Funded projects • Project title/area of work • Funding source • Start/end dates • Key partners	See attachment with project survey. Current funded projects are indicated in red.
Other projects • Project title/area of work • Start/end dates • Key partners	See attachment with project survey.
Languages	Dutch: mother tongue English: written/spoken: fluent French: written/spoken: fluent
Key words	- Public communication - E-government - Social profit communication - Participation and local governance Research Consulting Congresses and workshops Lectures, seminars, trainings, ... Publications

Project Survey MEMORI

Research and Consulting Group dept. Handelswetenschappen en Bedrijfskunde

Update February 2005

Field of activity

Government communication and & E-government
Social profit communication
Participation & local governance
E-business

Operational activities

Research
Consulting
Congresses and workshops
Lectures, seminars, training, ...

Budget categories

A more than € 250,000
B €125,000 - €250,000
C €25,000 - €125,000
D €10,000 - €25,000
E €2,500 - €10,000
F less than € 2,500

Publication: consult www.memori.be

Books
Reports
Articles
Presentations

Projects related to public communication and/or e-government

- Project:** **CITIZEN FIRST – PILOT PROJECTS FOR ICT- SUPPORTING CITIZEN PARTICIPATION**
- Synopsis:** We work out pilot projects for the City of Ieper in the field of ICT-supporting citizen participation, closely linked to the portal site www.ieper.be . These actions are thoroughly being prepared by means of a public enquiry, an extensive communication campaign, sensitizing and educational activities, research on effectiveness, feedback and attuning to other partners in this initial European Interregproject.
- Team:** For Memori: Tom De Bruyne, Annick Vanhove, Eric Goubin, Michelle Lenaerts
For Cibe: Ward Deneckere, Conny Deneweth, Rebecca De Clerc, Danny Claeys
- Methodology:** Public enquiry, qualitative research, programming, testing.
- Subsidizing institution:** The City of Ieper, European Commission Interreg IIIB
- Partners:** Cibe vzw – Bureau for Government Communication
- Period:** 2005-2007
- Budget category:** A
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- Project:** **RESEARCH INTO THE USE OF OPEN STANDARDS FOR E-GOVERNMENT APPLICATIONS**
- Synopsis:** We study to what degree the Flemish and local governmental institutions already make use of open platforms. At the same time, we study to what degree governmental institutions abroad are heading into that direction. More particularly, the use of RSS will be central in this study. At this moment (October 2004) we are still in the full negotiation process with the client concerning the research procedures.
- Team:** Tom De Bruyne, Robbie Vanelderden and Agnetha Broos
- Methodology:** Desk research, qualitative conversation techniques, programming, testing
- Subsidizing institution:** Instituut voor Breedbandtechnologie / Flemish Parliament
- Partners:** LodgON
- Period:** 2004-2005
- Budget category:** B
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- Project:** **CITY IN MY POCKET: DIGITAL WALKING GUIDES**
- Synopsis:** This project is about the experimental developing of a digital walking guide, relying on GPS and PDA technology, in a XML- programming environment. We first explore what the market has to offer concerning digital walking guides, both at home and abroad. Memori also investigates the usability elements. The study group DocumentenArchitectuur of the KULeuven and Memori are responsible for the technological development of a prototype. The test environment is the City of Mechelen. The prototype will later onwards be evaluated and adjusted. The project is rounded off with a research into the possible public interest if indeed these walking guides are further developed after the project.
- Team:** Bruno Koninckx, Marc Rubben, Eric Goubin with the cooperation of Prof. Jan Engelen and Steven De Puydt (DocArch KuLeuven)
- Methodology:** Desk research, qualitative conversation techniques, programming, testing
- Subsidizing institution:** IWT-Tetrafonds
- Partners:** HP, Microsoft, Lannoo, LodgON, Easy Solutions, GIM, Guido nv, Studio Emma, Teleatlas, Toerisme Vlaanderen, Vlek vzw, Stad Mechelen
- Period:** 2004-2006
- Budget category:** A

Project: **RESEARCH INTO GPS-SUPPORTED DIGITAL GUIDES FOR CYCLISTS**
Synopsis: This project is about the experimental development of a digital cycling guide based on GPS and PDA technology, in a XML-programming environment. We explore what the market has to offer concerning digital guides, both at home and abroad. Memori also investigates the usability elements. The study group DocumentenArchitectuur of the KULeuven and Memori are responsible for the technological development of a prototype. The test environment is the City of Mechelen. The prototype will later onwards be evaluated and adjusted. The project is rounded off with a research into the possible public interest if indeed these guides are further developed after the project.
Team: Bruno Koninckx, with the cooperation of Prof. Jan Engelen and Steven De Puydt (DocArch KuLeuven)
Methodology: Qualitative conversation techniques, programming, testing.
Subsidizing institution: Toerisme Vlaanderen (Tourism Flanders)
Partners: Grote Routepaden
Period: 2004
Budget category: D

Project: **FROM MUNICIPAL WEBSITES TO DIGITAL CITY**
Synopsis: This project aims to develop comprehensive digital cities which, what radius of action is concerned, reach further than the classical information-static municipal websites. The project's starting point is the city as community of different participants, who can equally well reach one another in an interactive way within the context of digital municipalities what information and limited service elements are concerned.
Team: Tom De Bruyne, Eric Goubin and Peter Berghmans
Methodology: Desk research, action research by means of pilot projects.
Subsidizing institution: IWT (Flemish Institute to promote Scientific and Technological Research in the Industry) - Hobufonds (Higher Education Fund)
Partners: VVSG (Association of Flemish Cities and Municipalities), Kortom – Vereniging voor Overheidscommunicatie (Association for Government Communication, SPAM (Strategic Plan District Mechelen), Kamer van Koophandel en Nijverheid Mechelen (Chamber of Commerce and Industry, Mechelen), I-Merge, Anaxis, Arco, End2End Solutions, Kunstmaan, LCP, Telenet, Telindus, Digipolis.
Period: 2003-2005
Budget category: B

Project: **DEMOS-PROJECT: IMPROVING LOCAL DEMOCRACY**
Synopsis: Cooperation with different other European cities, as part of the European 5th framework research programme. Action research to promote and improve initiatives concerning the inhabitants' participation in local governance. In this respect, Memori is the academic partner for the City of Antwerp.
Team: Eric Goubin and Marc Rubben
Methodology: Literature search, interviews, talks with focus groups.
Subsidizing institution: European Commission
Partners: City of Antwerp
Period: 2002-2004
Budget category: C

Project: AUDIT OF THE EXTERNAL COMMUNICATION OF THE VIWTA (Flemish Institute for Technological and Scientific Aspects Research)
Synopsis: We investigate and analyze the different aspects of the internal and external communication of the VIWTA. Based on our findings, we formulate concrete recommendations for the communication policy plan.
Team: Eric Goubin
Methodology: Desk research, interviews.
Subsidizing institution: VIWTA
Partners: -
Period: 2004
Budget category: E

Project: AUDIT OF THE INTERNAL AND EXTERANAL COMMUNICATION OF THE OCMW (PUBLIC WELFARE CENTRE) OF MEEUWEN-GRUITRODE
Synopsis: We investigate and analyze the different aspects of the internal and external communication of the OCMW. Based on our findings, we formulate concrete recommendations for the communication policy plan.
Team: Annick Vanhove, Michelle Lenaerts, Eric Goubin, Robby Vanelderden
Methodology: Desk research, interviews, questionnaires, talks with focus groups, expert group.
Subsidizing institution: OCMW Meeuwen-Gruitrode
Partners: -
Period: 2004
Budget category: D

Project: PREPARATION AND FOLLOW-UP OF THE KNOWLEDGE BANK FOR GOVERNMENT COMMUNICATION
Synopsis: We take care of the basic construction of a data bank for government communicators. This involves centralizing both specialist literature, as well as legislation, practical checklists, etc.
Teams: Michelle Lenaerts, Eric Goubin, Diane Rijmenants
Subsidizing institution: Kortom - Vereniging voor Overheidscommunicatie (Association for Government Communication)
Period: 2002-2003
Budget category: D

Project: PREPARATION OF AND SUPPORT FOR THE COMPLETION OF THE SOCIAL MAP FOR THE CITY OF MECHELEN
Synopsis: Defining content and providing support for the completion of the social map.
Team: Marc Rubben and Diane Rijmenants
Subsidizing institution: City of Mechelen
Period: 2003
Budget category: E

Project: RECEPTION AND COMMUNICATION AUDIT WITH RESPECT TO MIGRANT MINORITIES IN MECHELEN
Synopsis: A differentiated evaluation of how municipal services communicate with and welcome different migrant minority groups.
Team: Marc Rubben and Tom De Bruyne
Subsidizing institution: City of Mechelen
Period: 2002
Budget category: D

- Project: **GOVERNMENT COMMUNICATION AND COMMUNICATION WITH TARGET GROUPS: MEDIA-SOCIOLOGICAL SCREENING AND REALISATION OF ADEQUATE COMMUNICATION TOOLS**
- Synopsis: Through qualitative research, the project investigates how the government can better communicate with disadvantaged target groups. Both a theoretical framework as well as a practical manual for public information officers are being developed in order to arrive at a well-considered and successful choice and interpretation of communication media when realising information and sensitizing campaigns.
- Team: Belinda Mestiaen and Eric Goubin
- Methodology: Literature search, interviews, talks with focus groups.
- Subsidizing institution: Ministry of the Flemish Community (Programme Policy-Oriented Research)
- Partners: Prof. Dr. Jan Van Den Bulck (scientific supervisor, dept. Communication Science KULeuven)
- Period: 2000-2002
- Budget category: B
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- Project: **PROCESSING AND REPORTING OF THE INQUIRY RESULTS CONCERNING THE NEW MUNICIPAL DECREE**
- Synopsis: In association with Bureau Van Dijck, the VVSG (The Association of Flemish Cities and Municipalities) organized an online questionnaire among municipal staff members and mandatories. Memori took care of the statistical processing of the results.
- Team: Michelle Lenaerts
- Methodology: Online questionnaire.
- Subsidizing institution: VVSG (Association of Flemish Cities and Municipalities)
- Period: 2003
- Budget category: E
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- Project: **COMMUNICATION AUDIT IN BORNEM**
- Synopsis: By means of an encompassing study we screen the internal and external communication of the municipal services of Bornem. Based on this study, we develop a communication policy plan with corresponding communication strategy and communication plan.
- Team: Michelle Lenaerts and Eric Goubin
- Methodology: Written questionnaires, interviews and talks with focus groups.
- Subsidizing institution: Municipality of Bornem
- Period: 2001
- Budget category: C
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- Project: **COMMUNICATION AUDIT OF THE ADMINISTRATION OF WATERWAYS AND MARITIME AFFAIRS, MINISTRY OF THE FLEMISH COMMUNITY**
- Synopsis: Project subcontracted to us for Deloitte & Touch nv. By means of different research techniques, we screen the internal and external communication of the services involved towards the different target groups. In addition, we contribute to the development of a communication strategy and plan.
- Team: Eric Goubin, Belinda Mestiaen and Michelle Lenaerts
- Methodology: Written questionnaires, interviews and talks with focus groups.
- Subsidizing institution: Ministry of The Flemish Community, Administration Waterways and Maritime Affairs
- Partners: Deloitte & Touche nv
- Period: 2001
- Budget category: C

Project: **EDUFORUM: QUALITATIVE RESEARCH IN PREPARATION OF A FINANCING SCHEME OF THE TRAINING NEEDS IN MECHELEN**
Synopsis: The project maps out the training needs in the field of ICT for the area of Mechelen.
Team: Marc Rubben
Methodology: Interviews and talks with focus groups.
Subsidizing institution: Eduforum region Mechelen - Turnhout
Period: 2001
Budget category: E

Project: **PREPARATION, PROCESSING & REPORTING OF THE INQUIRY DATA OBTAINED FROM THE PERSONS RESPONSIBLE FOR ICT IN CITIES AND MUNICIPALITIES**
Synopsis: In cooperation with Bureau Van Dijck, the VVSG (The Association of Flemish Cities and Municipalities) asked the persons responsible for ICT in cities and municipalities to complete an online questionnaire. The data we obtained were processed statistically and the most important findings were reported on.
Team: Eric Goubin and Michelle Lenaerts
Methodology: Online questionnaire.
Subsidizing institution: VVSG (The Association of Flemish Cities and Municipalities)
Period: 2001 and 2003
Budget category: E

Project: **DEVELOPMENT OF A TOURIST INFORMATION SYSTEM ON A FLEMISH LEVEL**
Synopsis: Development of a data base with tourist information system (mainly statistical information) for the purpose of the Flemish private and public tourist sector. The project is part of a longitudinal research.
Team: Marc Rubben and Mon Schepers
Methodology: Literature search, internet search, interviews.
Subsidizing institution: Ministry of the Flemish Community(Programme Policy-Oriented Research)
Partners: University of Antwerpen, College of Higher Education West Flanders, College of Higher Education Limburg, Catholic College of Higher Education Bruges-Ostend
Period: 2000-2001
Budget category: C

Project: **SATISFACTION SURVEY AMONG THE POPULATION OF HOEILAART CONCERNING MUNICIPAL SERVICES**
Synopsis: Survey into how municipal services are assessed and into what the wishes and needs are concerning them.
Team: Michelle Lenaerts, Eric Goubin and Yves Plees
Methodology: Written questionnaire.
Subsidizing institution: Municipality of Hoeilaart
Period: 2000
Budget category: E

Project: **AUDIT OF HOW THE FLEMISH IN BRUSSELS ARE WELCOMED AND THE ROLE OF DIGITAL BRUSSELS IN THIS**
Synopsis: A survey into how the Flemish are welcomed in the Flemish community centres in Brussels. Linked to this, an analysis of the structure and the use of Digital Brussels (website of Flemish Community Commission) is made .
Team: Eric Goubin, Steven Deketelaere, Martijn Deketelaere, Linda Mariën
Methodology: Literature search, interviews, telephone questionnaire, mystery guest.
Subsidizing institution: IWT (Flemish Institute to promote Scientific and Technological Research in the Industry), Medialab-programme
Partner(s): Flemish Community Commission
Period: 1998-1999
Budget category: C

Projects related to social profit communication

Project: **AUDIT OF THE INTERNAL COMMUNICATION OF 11.11.11**

Synopsis: Study into the communication between the central secretariat, provincial secretariats and local committees of 11.11.11 .

Team: Annick Vanhove, Michelle Lenaerts, Eric Goubin, Robby Vanelderden

Methodology: Desk research, interviews, questionnaires, talks with focus groups, expert group.

Subsidizing institution 11.11.11

Partners: -

Period: 2004

Budget category: D

Project: **USABILITY RESEARCH INTO THE COMMUNICATION CHANNELS OF BASIS-EDUCATIE (Basic Education)**

Synopsis: Analysis of the communication channels, providing concrete recommendations for the future communication.

Team: Tom De Bruyne and Leen Haesaert

Methodology: Talks in focus groups, expert group.

Subsidizing institution: Vlaams Overlegcentrum voor Basis-educatie (Flemish Consultation Centre for Basic Education)

Partners: -

Period: 2004

Project: **MARKETING AND COMMUNICATION RESEARCH OF STUDENTS' SERVICES KHMECHELEN**

Synopsis: Within the own college of higher education we arrived at a communicative strengths/ weaknesses analysis of the different specific training courses of the Business Department.

Team: Tom De Bruyne and Michelle Lenaerts

Methodology: Desk research, interviews, talks with focus groups, online questionnaire.

Subsidizing institution: Studentenvoorzieningen vzw

Partners: -

Period: 2004

Budget category: D

Project: **COMMUNICATION AUDIT & DEVELOPMENT OF COMMUNICATION STRATEGY AND PLAN FOR THE KBG (Christian Senior Movement)**

Synopsis: Analysis of the present and future senior public, strengths/weaknesses analysis of the internal and external communication, followed by the development of a long-range communication strategy and plan.

Team: Annick Vanhove, Michelle Lenaerts, Eric Goubin

Methodology: Desk research, interviews, questionnaires, talks in focus groups, expert groups.

Subsidizing institution: KBG

Partners: -

Period: 2003-2004

Budget category: C

Project: **SUPPORT FOR THE ANALYSIS OF THE COMMUNICATION OF THE VLAAMSE SPORTFEDERATIE (FLEMISH SPORTS FEDERATION)**
Synopsis: We coach and give methodological and substantive advice for the realization of self-assessment concerning the communication of this organization
Team: Michelle Lenaerts
Methodology: Desk research, interviews, questionnaires, talks with focus groups, expert groups.
Subsidizing institution: VSF
Partners: -
Period: 2003-2004
Budget category: F

Project: **COMMUNICATION AUDIT & DEVELOPMENT OF COMMUNICATION STRATEGY AND PLAN FOR THE FWSCW (Federal Employees in the Social Cultural Work)**
Synopsis: Strengths/Weaknesses analysis of the communication, followed by the development of a long-range communication strategy and plan.
Team: Annick Vanhove, Michelle Lenaerts, Eric Goubin
Methodology: Desk research, interviews and telephone questioning.
Subsidizing institution: FWSCW
Partners: -
Period: 2003-2004
Budget category: E

Project: **COMMUNICATION AUDIT & DEVELOPMENT OF COMMUNICATION STRATEGY AND PLAN FOR THE FLEMISH CENTRE FOR AMATEUR ARTS**
Synopsis: Strengths/weaknesses analysis of the external communication, followed by the development of a long range communication strategy and plan.
Team: Eric Goubin, Tom De Bruyne and Michelle Lenaerts
Methodology: Desk research, interviews and talks with focus groups.
Subsidizing institution: Flemish Centre for Amateur Arts
Partners: -
Period: 2003
Budget category: D

Project: **PRELIMINARY INQUIRY INTO THE FUNCTIONING OF THE CAMPAIGN CONCERNING FOOD SECURITY IN THE SUBSAHARIAN REGION**
Synopsis: We examine the public, the approaches as regards content and former campaigns in preparation of a long range communication strategy in the framework of the Belgian Development Fund (BOF).
Team: Michelle Lenaerts & Eric Goubin
Methodology: Desk research and interviews.
Subsidizing institution: Belgian Development Fund (coordination for Peace Islands)
Partners: -
Period: 2002
Budget category: E

Projects related to participation & local governance

- Project:** PROJECT PUBLIC HISTORY OF THE “ ARSENAALWIJK” OF MECHELEN
- Synopsis:** Memori is preparing a project whereby the inhabitants of the “Arsenaalwijk” of Mechelen themselves, explore and portray the history of their own quarter. Memori coaches and develops this project.
- Team:** Marc Rubben
- Methodology:** Desk research and interviews.
- Subsidizing institution:** City of Mechelen – National Heritage Cell
- Partners:** -
- Period:** 2003-2005
- Budget category:** D
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- Project:** COACHING AND MONITORING OF PLATFORMS FOR THE INHABITANTS OF VEURNE
- Synopsis:** The city of Veurne integrated inhabitant participation through the creation of inhabitant platforms. We will be closely observing this process and will be coaching a gradual process of optimizing its functioning. The project is rounded off with the editing and publication of a scenario.
- Team:** Marc Rubben & Eric Goubin
- Methodology:** Desk research and meetings.
- Subsidizing institution:** City of Veurne, Province of West Flanders, Regional Institute for Community Structure West Flanders.
- Partners:** -
- Period:** 2003-2005
- Budget category:** D
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- Project:** EVALUATION OF THE MUNICIPAL DISTRICT PARTICIPATION IN THE CITY OF ANTWERP
- Synopsis:** Together with the College of Higher Education of Ghent we looked into different elements of preparing, realizing and the following-up of the Antwerp Methodology of the Municipal District Participation; participation, communication, planning, inbedding in the administrative follow-up.
- Team:** Filip De Rynck and Nathalie Vallet (Hogeschool Gent), Marc Rubben and Eric Goubin (KHM-MEMORI)
- Methodology:** Desk research, interviews, talks in focus groups, expert group.
- Subsidizing institution:** City of Antwerp
- Partners:** College of Higher Education of Ghent (Hogeschool Gent)
- Period:** 2003-2004
- Budget category:** D

Projects related to e-business

Project: **ICT-USE BY SMES IN THE REGION OF KORTRIJK**
Synopsis: We map the use of and attitude towards ICT in SMEs in the region of Kortrijk.
Team: Michelle Lenaerts and Tom De Bruyne
Subsidizing institution: Intercommunale Leiedal
Partners: -
Period: autumn 2004
Budget category: B

Project: **CLIENT RESEARCH DPSC**
Synopsis: Research amongst DPSC's clients concerning image, quality of services and communication.
Team: Michelle Lenaerts
Methodology: Desk research, telephone questionnaires.
Subsidizing institution: Creative Communications
Partners: -
Period: 2004
Budget category: E

Project: **DEVELOPMENT OF REGIONAL ICT- ELASTICITY BETWEEN THE BUSINESS WORLD AND HIGHER EDUCATION**
Synopsis: Research, home and abroad, into the ways in which ICT-oriented companies and the corresponding colleges of higher education can work together more closely. The research should result in concrete pilot projects, procedures and contracts so that the intake and outflow of ICT-oriented students can be guaranteed elastically both for students, colleges of higher education and for companies.
Team: Tom De Bruyne and Marc Rubben
Methodology: Literature research, internet research, interviews.
Subsidizing institution: Ministry of the Flemish Community, the Finance Minister
Partners: SPAM (Strategic Plan District Mechelen)
Period: 2001-2002
Budget category: C

Project: **THE MULTIMEDIA MAP OF FLANDERS**
Synopsis: Lots of initiatives, actions and projects exist to support the introduction of ICT in our society. The research team maps out the data of similar Flemish initiatives and compares them with the most important countries of the European Union. In addition, a snapshot is made of ICT-use among home users (KUL part) and SMEs (KHM part). Also the ICT incentives initiatives of the Flemish authority are being screened.
Team: Michelle Lenaerts en Steven Deketelaere
Subsidizing institution: Ministry of the Flemish Community (Programme Policy-Oriented Research)
Partners: Prof. Dr. Keith Roe and licentiate Johan Steyaert (dept. Communication Sciences KULeuven)
Period: 2000-2002
Budget category: C

Project: **DEVELOPMENT OF A PLANNING TOOL WHICH IS SME- FRIENDLY AND WHICH IS TARGETED AT MORE INTERNET INTEGRATION IN THE ADVERTISING MIIX**
Synopsis: We develop a software instrument which enables SMEs to conceptually (what form and content are concerned) make advertising banners for the Internet in a user-friendly and affordable way and which allows them to place these on suitable websites for the target public in question, by means of an adequate reservation system.
Team: Tom De Bruyne and Mark Van Mullem
Methodology: Literature research, internet research, interviews.
Subsidizing institution: IWT (Flemish Institute to promote Scientific and Technological Research in the Industry) - Hobufonds (Higher Education Fund)
Partners: Prof. Dr. Jan Van Den Bulck (scientific supervisor, dept. Communication Sciences KULeuven), Giovanni Canini (technological partner, Expanded Media)
Internet Advertising Bureau, Bates/LDV, Publicast, Webvision, De Thuiswinkel, Chamber of Commerce and Industry Mechelen
Period: 2000-2001
Budget category: B

Project: **ELECTRONIC COMMERCE AND THE FLEMISH SMEs: A RESEARCH INTO THE CRITICAL SUCCESS FACTORS**
Synopsis: The project maps the factors which are critical for successful electronic trading for the different types of Flemish SMEs. These factors are implemented in a couple of pilot projects.
Team: Steven Deketelaere, Mark Van Mullem and Eric Goubin
Methodology: Literature and internet research, interviews, written questionnaire.
Subsidizing institution: IWT (Flemish Institute to promote Scientific and Technological Research in the Industry) - Hobufonds (Higher Education Fund)
Partners: Prof. Dr. Keith Roe (scientific supervisor, dept. Communication Sciences KULeuven)
Giovanni Canini (technological partner, Netvision / Expanded Media)
Dima nv, Okapi nv, Epo vzw
Period: 1999-2000
Budget category: B

Project: **SUPPORT TO MAKE AN EVALUATION CHECKLIST FOR ICT-USE IN SMEs**
Synopsis: Development of a questionnaire which must enable SMEs to evaluate themselves with respect to their own ICT-use.
Team: Eric Goubin, Annet Daems, Steven Deketelaere
Methodology: Literature research, interviews.
Subsidizing institution: IWT (Flemish Institute to promote Scientific and Technological Research in the Industry), Medialab-programme
Partner(s): BARCO
Period: 1998-1999
Budget category: E

Project: **ADVICE TO PREPARE A SENSITIZING CAMPAIGN FOR SMEs**
Synopsis: Practical support and support as regards content in preparation of a plan to stimulate SMEs in the district of Mechelen towards a well-considered and more pervasive ICT-use.
Team: Eric Goubin, Rudi Van Den Wyngaert and Steven Deketelaere
Methodology: Literature research, interviews.
Subsidizing institution: IWT (Flemish Institute to promote Scientific and Technological Research in the Industry), Medialab-programme
Partner(s): SPAM (Strategic Plan District Mechelen)
Period: 1998-1999
Budget category: D

Project: **ADVICE TO PREPARE A REGIONAL DATABASE OF FIRMS**
Synopsis: Preliminary research into the market and users in order to develop an internet-oriented database of firms in the region of Ghent.
Uitvoerder(s): Yves Plees
Methodology: Literature and internet research, interviews.
Subsidizing institution: IWT(Flemish Institute to promote Scientific and Technological Research in the Industry) , Medialab-programme
Partner(s): Strategic Plan Region Ghent
Period: 1998-1999
Budget category: E

Consulting & coaching

Project:	CONSULTING FOR E-GOVERNMENT WEBSITES
Synopsis:	Advice concerning concept, project costs management and allotment.
Team:	Tom De Bruyne, Eric Goubin, Robby Vanelderden
Period:	2000-...
Commissioned by:	Province of Flemish Brabant City of Lier City of Veurne City of Vilvoorde City of Ypres Municipality of Bonheiden Municipality of Duffel Municipality of Ham Municipality of Heist o/d Berg Municipality of Hoogstraten Municipality of Kalmthout Municipality of Merksplas Municipality of Stekene Municipality of Tessenderlo Municipality of Zemst Municipality of Zoersel
Project:	COACHING OF DISTRICT PARTICIPATION IN BORNEM
Synopsis:	Preparing and moderating district participation meetings.
Team:	Marc Rubben and Eric Goubin
Commissioned by:	Municipality of Bornem
Period:	2002-...
Project:	COACHING OF COMMUNICATION IN BORNEM
Synopsis:	Coaching the implementation of different parts of the communication policy plan.
Team:	Eric Goubin, Marc Rubben and Michelle Lenaerts
Commissioned by:	Municipality of Bornem
Period:	2001-...

Project: **CONSULTING FOR PROJECT MEDIACITI**
Synopsis: Trial & error coaching; strategic consulting.
Team: Eric Goubin and Jo Steyaert (SCRC)
Commissioned by: Statt
Partners: Jo Steyaert (SCRC)
Period: 2001

Project: **COACHING THE PREPARATION PHASE OF SENIORNET FLANDERS**
Synopsis: Advice and coaching the practical and substantive elements of a sensitizing and education campaign in order to stimulate seniors to work more and better with the internet.
Team: Eric Goubin
Commissioned by: Ouderen Overleg Komitee (Senior Participation Committee) / Seniornet Vlaanderen (Seniornet Flanders)
Period: 2001

Project: **PROJECT TELE-ADMINISTRATION**
Synopsis: Advice for the assignment of the projects Tele-administration within the department of the Flemish authority.
Team: Eric Goubin
Commissioned by: The Ministry of the Flemish Community together with IWT-Medialabprogramme
Period: 1999

Various services

Various lectures and seminars by members of the MEMORI-team for u.o.:

Algemeen Christelijk Vakverbond ACV (General Christian Trade Union)
Algemeen Christelijk Werkgeversbond ACW (General Christian Employer's Organization)
Belgacom
Centra voor Basiseducatie (Centres for Basic Education)
Christelijke Mutualiteiten (Christian Health Service)
Cipal
Collegawerkgroepen informatie-ambtenaren Provincie Antwerpen (=Study Group Information Officers Province of Antwerp)
Cultuur Lokaal
E-closion
Federatie van Instellingen in het Vormingswerk FIV (=Federation of Institutions of Sociological Education)
I-Merge
Karel de Grote Hogeschool (College of Higher Education Karel de Grote)
Katholieke Hogeschool Leuven (Catholic College of Higher Education, Louvain)
Katholieke Universiteit Leuven (Catholic University of Louvain)
Kluwer Opleidingen (Kluwer Trainings)
Koninklijke Vlaamse Ingenieursvereniging (Royal Flemish Association of Engineers)
Kortom (Vereniging voor Overheidscommunicatie) (Association for Government Communication)
Ministerie van de Vlaamse Gemeenschap – De Grote Leerweek (Ministry of the Flemish Community – The big Study Week)
Praxis Vormingsdienst (Praxis Training Service)
Seniornet Vlaanderen (Seniornet Flanders)
Socialistische Mutualiteiten (Socialist Health Service)

Stad Antwerpen (City of Antwerp)
Stad Sint-Niklaas (City of Sint-Niklaas)
Steunpunt Sociaal-Cultureel Werk (Office Socio-Cultural Work)
Steunpunt voor Informatie over Emissie Preventie STIP (Office for Information about Emission Prevention)
Stichting Marketing (Foundation Marketing)
Telenet
Telepolis
Unie van Zelfstandige Ondernemingen UNIZO (Union of Entrepreneurs)
Verbond van Katholieke Hogescholen VVKHO (Union of Catholic Colleges of Higher Education)
Vereniging van Vlaamse Steden en Gemeenten VVSG (The Association of Flemish Cities and Municipalities)
Vereniging voor Overheidscommunicatie Nederland VVO (Association for Government Communication The Netherlands)
Vlaams Instituut Samenlevingsopbouw VIBOSO (Flemish Institution Community Structure)
Vlaams Instituut voor Zelfstandig Ondernemen VIZO Brugge (Flemish Institution for Entrepreneurship)
Vlaams Platform voor Vrijwilligerswerk (Flemish Platform for Volunteer Work)
Vlaamse Federatie van Socialistische Gepensioneerden (Flemish Federation of Socialist Pensioners)
Vlaamse Katholieke Werkgeversorganisatie VKW (Flemish Catholic Employer's Organization)
Vrije Universiteit Brussel (Catholic University of Brussels)

Occasional advice and/or substantive support for u.o.:

Administratie Wetenschap-Innovatie-Media Min. van de Vlaamse
Gemeenschap (Administration Science-Innovation-Media Ministry of the Flemish Community)
Deloitte & Touche (government communication)
Municipality of Bonheiden (member of the jury)
Municipality of Essen (member of the jury)
Municipality of Kampenhout (e-government)
Municipality of Londerzeel (member of the jury)
Municipality of Puurs (member of the jury)
Municipality of Putte (member of the jury)
Municipality of Schoten (e-government)
Municipality of Zemst (member of the jury)
Instituut voor de Overheid KULeuven (Institute for the Government KUL)
(government communication)

IWT (Flemish Institute to promote Scientific and Technological Research in the Industry)
(member of the jury)
Kortom – Vereniging voor Overheidscommunicatie (Association for Government
Communication)
KPMG (e-commerce & government policy)
Ogilvy & Mather (e-government)
Province Oost-Vlaanderen (e-government)
Slangen & Partners (ICT-action plan federal authority)
City of Sint-Niklaas (member of the jury)
students of the Katholieke Hogeschool Mechelen (Catholic College for Higher
Education)
students of several universities and colleges for higher education